

# **Department Business Plan and Outlook**

## **Miami-Dade Housing Agency**

**FY 2003-04  
&  
FY 2004-05**

**January 2004**

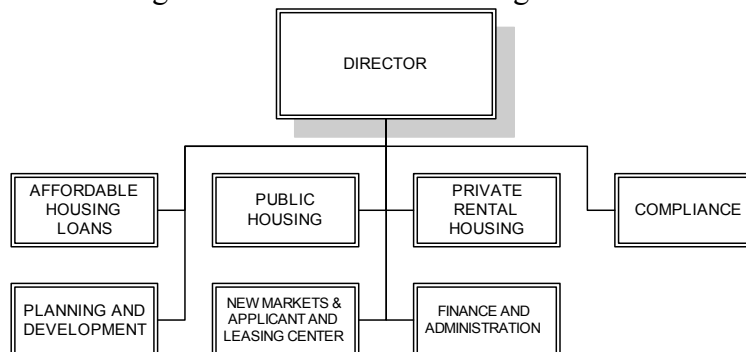
## Table of Contents

|  |    |
|--|----|
| Miami-Dade Housing Agency .....                          | 1  |
| Executive Summary .....                                  | 3  |
| Key Objectives and Milestones .....                      | 3  |
| Significant Factors Affecting Performance .....          | 3  |
| Introduction.....  | 4  |
| Department Purpose.....                                  | 4  |
| Mission .....  | 4  |
| HUD's Mission Statement .....                            | 4  |
| HUD's Goals.....   | 4  |
| Miami-Dade Housing Agency Mission .....                  | 4  |
| Department Description.....                              | 5  |
| Public Housing.....                                      | 5  |
| Private Rental Housing (Section 8) .....                 | 5  |
| New Markets and Applicant and Leasing Center .....       | 6  |
| Housing, Planning and Development .....                  | 6  |
| Affordable Housing (Surtax) .....                        | 6  |
| Compliance .....   | 7  |
| Administration and Support.....                          | 7  |
| Organization and Staffing Levels .....                   | 7  |
| Management Team .....                                    | 7  |
| Staffing Levels.....                                     | 8  |
| Fiscal Environment.....                                  | 9  |
| Business Environment .....                               | 11 |
| Critical Success Factors .....                           | 12 |
| Future Outlook.....                                      | 13 |
| The Plan .....   | 13 |
| Overview.....  | 13 |
| Department-related Strategic Plan Goals.....             | 14 |
| Department-related Strategic Plan Priority Outcomes..... | 14 |
| Appendix 1: PHAS and SEMAP Indicators .....              | 23 |

## Executive Summary

The Miami-Dade Housing Agency (MDHA) provides federal-subsidies for 10,500 units of public housing, which it manages and maintains, and for 17,700 units of private housing, which it inspects annually, for low and moderate income residents of the county; it provides limited supportive services and programs to improve the quality of life and general environment of public housing residents; and coordinates most of the County's affordable housing programs, including the in-fill housing initiative.

Figure 1: MDHA Table of Organization



### Key Objectives and Milestones

- Achieve a 90 percent occupancy rate in public housing this year
- Achieve a 97 percent lease-up rate in the private rental voucher program this year
- Complete the Ward Towers ALF by the September 2004
- Achieve high performance scores for the PHAS and SEMAP assessment systems every year
- Enable 500 low to moderate income families buy their first homes this year
- Expand revenue generating options to help support the agencies operations
- Complete consolidation of support, customer service and administrative operations in central office building by spring 2006

### Significant Factors Affecting Performance

- Adker Consent Decree—improving occupancy rates depends on ability to be more flexible in meeting some of the requirements of this Decree
- Accelerated Vacancy Reduction Program—continued funding is needed to provide staff to get vacant units ready for move in, to counsel and assist clients to move, and to buy materials needed to fix vacant units
- Section 8 Performance Improvement Plan—continued assistance by expert consultants to implement new performance programs to meet HUD regulatory and technical compliance requirements for the voucher program
- New Mortgage Services Software—purchase and implementation of new integrated software for managing new loans and loan portfolio after almost four years of failed RFPs
- New Operating Software—funding for upgrading core operating software to improve internal management and external reporting functions
- Fiscal health—maintenance or enhancement of federal funds and local revenue and cap on uncontrollable expenses in order to maintain services to our clients

---

Department Director

## **Introduction**

### **Department Purpose**

Improve the availability and condition of 17,708 units of privately-owned low and moderate income housing; manage and maintain approximately 10,500 units of County-owned, federally subsidized housing; facilitate provision of supportive services and programs to improve the quality of life and general environment of public housing residents; and coordinate the County's affordable housing programs.

### **Mission**

Since MDHA is funded primarily with federal dollars from the United States Department of Housing and Urban Development (HUD), it is required to be aligned with HUD's goals and objectives as well as the County's. Therefore, HUD's mission and goal statements are included in this business plan.

### **HUD's Mission Statement**

To promote adequate and affordable housing, economic development and a suitable living environment free from discrimination

### **HUD's Goals**

- HUD1: Increase the availability of decent, safe and affordable housing
- HUD2: Improve the quality of assisted housing
- HUD3: Improve community quality of life and economic vitality
- HUD4: Provide an improved living environment
- HUD5: Promote self-sufficiency and asset development of assisted households
- HUD6: Ensure equal opportunity and affirmatively further fair housing

### **Miami-Dade Housing Agency Mission**

MDHA also has its own mission statement and goals developed through its internal planning efforts pre-dating the county's recent effort.

Mission: We, the employees of Miami-Dade Housing Agency, through our collective efforts to positively enhance and better serve this community with integrity, care, high ethical standards and competence, are committed to provide to low- and moderate-income residents of Miami-Dade County:

- Quality, affordable housing opportunities
- Neighborhood revitalization and stabilization activities
- Economic independence opportunities
- Partnerships with private and public entities to optimize resources through innovative programs
- Efficient and effective management of resources generated

Of course, MDHA strives to achieve both HUD and County goals and objectives. The detailed plan provides more specific information than contained in HUD's and the county's plan. Since MDHA is monitored for performance on a regular basis by HUD through its two major performance assessment systems--the Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP)—MDHA is driven by these priorities as they relate directly to federal funding

allocations as well as federal satisfaction with the management of MDHA's resources. (See appendix 1 for a listing of PHAS and SEMAP indicators.)

## **Department Description**

MDHA is the sixth largest public housing agency in the nation, offering a variety of comprehensive and unique housing services. MDHA is responsible for over 10,000 units of public housing; it has contractual agreements with six private companies for property management services, and it provides for Section 8 subsidized payments for over 17,000 clients. It also operates the first public housing assisted living facility (ALF--the 100-bed Helen Sawyer ALF) in the country with a second 100-bed ALF facility scheduled to begin operations in the summer of 2004.

MDHA is also the primary County department responsible for the development of affordable housing, administering the Documentary Surtax Program and State Housing Initiative Program (SHIP) and serving as the contractor for the Office of Community and Economic Development Home Investment Partnership Program (HOME). These programs represent an aggregate annual total of approximately \$30 million used for the development of affordable housing, with a loan portfolio estimated at \$200 million and asset management of \$800 million.

The current department is the result of a merger of "Little HUD" and the Special Housing departments in 1996. This combined public housing, Section 8 and Surtax programs into one department, which now manages the majority of the county's assisted housing programs. This has led to improved coordination among these programs and has led to a reversal in general fund support for housing programs. Prior to the merger the general fund provided up to \$6 million a year for public housing. Over the last seven years, MDHA's direct support to the general fund has grown to almost \$3 million a year, a net benefit to the general fund of over \$9 million.

Each of the major programs in the agency is described next.

### **Public Housing**

This function is primarily one of property management of 10,500 units. This includes maintenance of housing, rent collections, minor capital improvements, tenant council management and other tasks related to the operations of a decentralized public housing system in the county. Housing management is divided into three regions, Region 1--north, Region 2--central and Region 3--south. There are 30 separate housing sites with approximately 140 individual developments. In addition, MDHA has mixed-use housing sites managed by private companies, totaling 566 units; rents in these are market-rate rents but they accommodate low-income families.

### **Private Rental Housing (Section 8)**

Housing Choice Voucher Program (Section 8) provides rental assistance to eligible families and elderly residents, allowing them to rent units in the private rental market. There are a number of different programs within the Private Rental Housing Program. The various programs provide rent subsidies so that both the landlord and the eligible families benefit, with the landlord receiving a steady monthly income and families able to rent dwellings where the housing cost would otherwise be prohibitive. Typically, tenants pay up to 30 percent of their income for rent and MDHA through the federal government subsidizes the difference in housing assistance payments (HAP). In addition, the annual enforcement of housing quality standards (HQS) ensures that the housing remains decent, safe and sanitary. A relatively new program in this division is the Section 8 Homeownership program, which allows for the use of the Housing Choice Voucher subsidy to be applied towards mortgage payments

instead of rental payments, thereby enabling participants to purchase a home for close to their monthly rental payment.

### **New Markets and Applicant and Leasing Center**

New Markets focuses on in-fill and other affordable housing and mixed-use developments. This initiative recycles abandoned lots that are economically disadvantaged to create healthy neighborhoods. It promotes economic development in urban core areas by increasing affordable home ownership, thereby improving the physical appearance of less than desirable neighborhoods and generating a growing property tax base.

The Applicant and Leasing Center (ALC) is the clearinghouse for all programs administrated by the agency for which a waiting list is maintained. The ALC monitors and administers the waiting lists, as well as performs initial client certification for the various programs. These processes must comply with the Adker Consent Decree.

### **Housing, Planning and Development**

This division manages the Capital Fund Program (CFP) to maintain and improve the physical condition of public housing. Funds are provided annually by HUD, depending on the federal budget. The planning and development staff work with architectural and engineering consultants and contractors for the design and construction of most of capital projects. The Scott-Carver HOPE VI project will create a mixed-income neighborhood, reducing the concentration of poverty by lowering density by 56 percent and increasing homeownership opportunities for current and former residents. When completed in 2004, the Ward Towers ALF HOPE VI project will consist of 100 efficiency units in a five-story building. This will be the second public housing ALF in Miami-Dade County.

### **Affordable Housing (Surtax)**

There are several loan programs available through this division. Each is summarized below. Staff work related to these loans is summarized following the program descriptions.

**Construction Loans for Housing Development.** These loans, averaging 3 percent, are available to community development corporations (CDC) and private developers for rental and sales projects. MDHA's Development and Loan Administration works with a consortium of banks, corporate equity investors and others to provide low-cost financing for projects that would otherwise be difficult to finance using standard market rates.

**Homeownership Second Mortgages.** This program provides second mortgages to qualified first time homebuyers. Working with a consortium of banks and others, qualified residents can receive up to \$30,000 for a second mortgage at low interest rates. Sometimes payments are deferred, allowing the new homeowner the chance to build equity at an affordable mortgage payment. The balance of the loan becomes due and payable at the time the property is rented, sold or transferred.

**Single Family Rehabilitation Loan Program.** This loan provides forgivable loans for owner-occupied home repair in order to maintain the county's existing housing stock. The program is open to homeowners, owner-occupied property in need of rehabilitation with qualifying household incomes. Forgivable loans are provided for eligible homeowners who do not have the financial resources available to repair their property and are not able to borrow the funds from conventional sources, such as banks or mortgage companies. Loan repayment is not required as long as the borrower owns and lives in the property being repaired. The balance of the loan becomes due and payable at the time the

property is rented, sold or transferred. There are also special initiatives that benefit the elderly and the physically disabled. Maximum amount for regular loans is \$30,000.

**Homebuyer Counseling.** Provides financial management, credit counseling and other related technical services to participating families for financing single-family homes.

### **Compliance**

This program provides agency-wide compliance functions, including program audits and management reviews, investigations of fraud and complaints, development of and revision to policies and procedures, review and interpretation of HUD regulations and notices, development of federally-required agency management plan, oversight of Section 3, Fair Housing and Equal Opportunity (ADA/Section 504) and Adker Consent Decree oversight and monitoring, program compliance of the Capital Fund Program, hearing appeals, and quality assurance monitoring of HUD SEMAP and PHAS requirements. The program is also responsible for developing new assisted housing programs such as the Section 8 Project-based program.

### **Administration and Support**

**Office of the Director.** This function, including the deputy director and communications, provides direction and management supervision to all divisions and offices in the agency. The director works closely with HUD on program management and compliance.

**Finance and Administration.** This division provides financial and administrative support to the agency. The functions under this division include budgeting, accounting, procurement, personnel, training, management information systems, contracts, fleet and emergency management. Finance staff process accounts payable, maintain vendor files, and issue over 8,000 checks per month to vendors and landlords. Landlord payments total about \$100 million annually. In addition, this program manages the agency's MIS operations, including the proprietary housing management and federal reporting software.

### **Organization and Staffing Levels**

The following provides an overview of the Housing Agency staffing and expenditures with brief biographies of the Agency's key managers.

#### **Management Team**

The management team of the Agency combines over 200 years of work experience, with many of those years specifically in the housing business.

**Mr. Rene Rodriguez, Director,** has 31 years of experience in Miami-Dade County, 28 of which have been in the housing business. Mr. Rodriguez has been director for seven years. He has served in a variety of direct service and administrative capacities in various Agency programs during these years. Mr. Rodriguez has a master's degree in public administration from Florida International University.

**Mr. Alphonso Brewster, Deputy Director,** has 25 years of experience with Miami-Dade County, including four years in the County's Office of Management and Budget and ten years in the Agency, serving as director of Finance and Administration for eight of these years and as the deputy for the past two years. Mr. Brewster has a bachelor's degree in accounting from Florida Memorial College.

**Mr. Rudy Perez, Director of Public Housing**, has worked in the Agency for 26 years in a variety of capacities, including four years as director of the private rental housing division. He has been the director of public housing for the past five years in addition to assuming oversight of the private rental housing functions. Mr. Perez has a bachelor's degree in professional studies from Barry University.

**Ms. Marilza Lamela, Director of Private Rental Housing**, has 18 years of work experience in Miami-Dade County. She served as an internal auditor for in the County's Audit and Management Services Department for five years; she was the chief compliance auditor for the Agency for 12 years as well. Ms. Lamela has a bachelor's degree in business administration from St. Thomas University and is a certified public accountant in the State of Florida.

**Ms. Tawana Thompson, Director of Development and Loan Administration**, has 23 years of experience with the Agency. She has served as the director of resident services as well as development and loan administration. Ms. Thompson has a master's degree in management from St. Thomas University.

**Mr. Rick Herrera, PE, Director of Housing, Planning and Development**, is a 26-year County employee. He came to the Agency two years ago after many years in the Water and Sewer Department where he was responsible for development. He is a registered professional engineer with a degree in engineering from Florida International University.

**Ms. Maria de Pedro-Gonzalez, Director of New Markets and Applicant and Leasing Center**, has 11 years work experience in Miami-Dade County. She has administered the Agency's Shelter Plus Care program, serves as the Agency's legislative liaison and oversees the successful in-fill housing program. She has a master's degree in public administration from Florida International University.

**Ms. Dale Poster-Ellis, Director of Compliance**, has worked for the Miami-Dade County for over 22 years and three years in the U. S. Office of Management and Budget. Her county experience includes five years as a budget analyst in the County's Office of Management and Budget, three years as director of Private Rental Housing and the last two years as director of the Office of Compliance. She has a bachelor's degree from Boston University and a master's degree from Florida International University.

**Mr. John Topinka, Director of Finance and Administration**, has 31 years of work experience, with over 20 years in Miami-Dade County. He spent 11 years in the County's Office of Management and Budget, three years at the FIU Institute of Government and three years as a research analyst at the National Association of Counties. He has been with the Agency for almost three years. He has a master's degree in public administration from George Washington University.

### **Staffing Levels**

As indicated elsewhere in this plan, the combination of revenue reductions and uncontrollable cost increases has led to a significant loss of full-time positions, a reduction of 9 percent virtually across the board from last year. These reductions will have an impact on the performance of the department. First, as mentioned previously, MDHA lost almost all of its grant funds for social service programs. Thus, you see in the staffing table on the next page, a loss of 100 percent of the 24 positions that made up the Resident Services Division. A few of these positions remain under contract with the Department of Human Services because of one new grant (\$230,000) for elderly services and the continuation of the meals program at Jack Orr elderly site (\$97,000). All other social services funded through the Drug Elimination Grant are no longer provided to residents. MDHA no longer has dedicated police services



that helped keep crime low in public housing sites. It is anticipated that the loss of dedicated police will lead to higher crime rates in public housing even though MDHA and MDPD have worked closely together to identify ways to make up for the loss of DEG police dollars.

The second most significant impact is likely to be in public housing, which lost about 21 positions (not counting those temporary positions created for the vacancy reduction program) most of which deal directly with maintenance of existing housing units. This loss makes it a difficult challenge at best to achieve high performer status under HUD's performance measurement system. Positions in Compliance were moved to other divisions so there is no service impact with these reductions. Administration and Support lost positions, mostly in accounting and MIS. These cuts will slow response time for desktop support and may delay financial reporting and payment of vendors and landlords at times during the year. Development lost three positions due to funding constraints. This has added to the workload of existing staff and may reduce the quality of construction management over time.

Table 1: Staffing Levels

| Functions                | FY 02-03 | FY 03-04 |
|--------------------------|----------|----------|
| Administration & Support | 102      | 93       |
| Affordable Housing       | 56       | 57       |
| Compliance               | 32       | 21       |
| Development              | 39       | 33       |
| New Markets / ALC        | 39       | 44       |
| Private Rental           | 147      | 134      |
| Public Housing           | 394      | 373      |
| Resident Services        | 24       | 0        |
| Total                    | 833      | 755      |

## Fiscal Environment

The fiscal picture of agency is shown in the following tables and charts. It supports the statements that fiscal health is a major concern of the agency now and in the foreseeable future. It is clear that operating revenue (excluding HAP and Surtax loan revenue) has been relatively flat while expenses have increased, leading directly to the loss of 80 full-time positions from last year to this year. At this time, it is expected that federal revenue will continue at current levels while expenses will continue to rise, further affecting the ability of the department to provide the necessary resources to perform at high levels.

## Revenues and Expenditures by Source

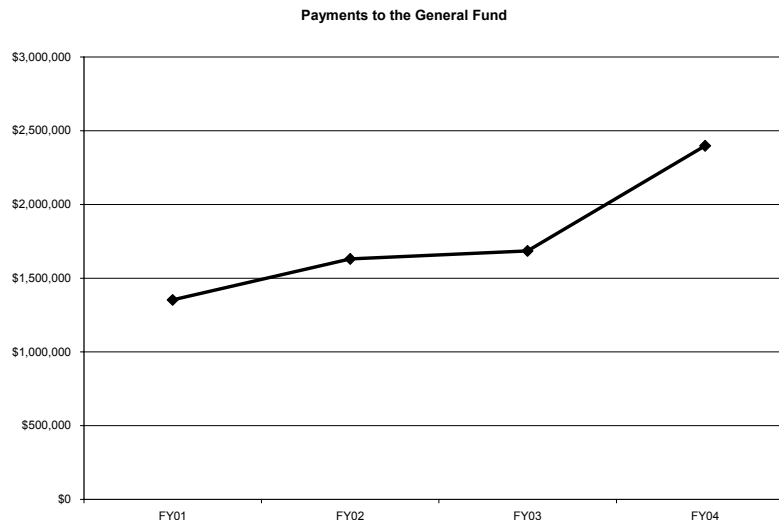
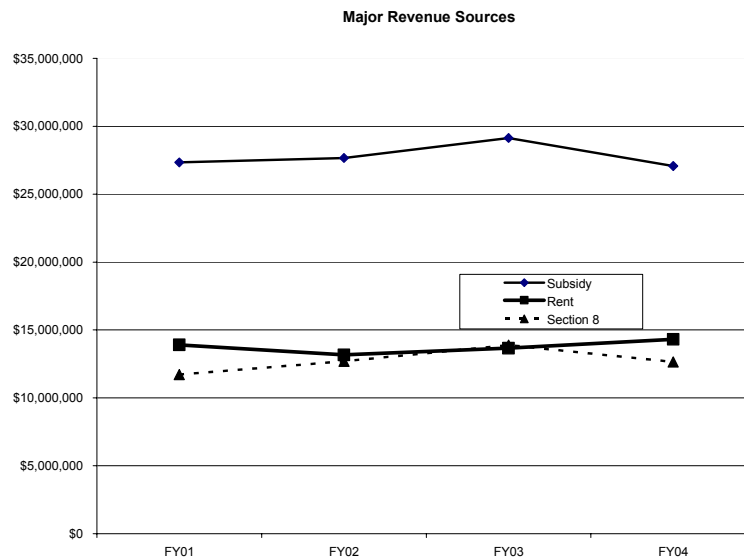
Table 2: Revenue and Expenditures  
(Dollars in Thousands)

|                 | FY 02-03<br>Actual | FY 03-04<br>Budget | Year-End<br>Projection |
|-----------------|--------------------|--------------------|------------------------|
| <b>Revenues</b> |                    |                    |                        |
| Surtax          | \$37,845           | \$52,299           | \$40,000               |
| SHIP*           | 22,099             | 14,530             | 14,000                 |
| Section 8       | 131,002            | 117,699            | 119,000                |
| Housing         | 67,305             | 59,383             | 61,000                 |
| Other           | 3,645              | 3,451              | 5,000                  |
| <b>Total</b>    | <b>\$261,896</b>   | <b>\$247,362</b>   | <b>\$239,000</b>       |
| <b>Expense</b>  |                    |                    |                        |
| Personnel       | \$42,517           | \$43,781           | 45,000                 |
| Operating       | 175,253            | 201,326            | 191,000                |
| Capital         | 2,737              | 2,255              | 3,000                  |
| <b>Total</b>    | <b>\$220,507</b>   | <b>\$247,362</b>   | <b>\$239,000</b>       |

Table 3: Equity in pooled cash  
(Dollars in Thousands)

| Fund         | FY 02-03<br>Beginning<br>Balance | FY 02-03<br>Year End<br>Actual | FY 03-04<br>Year-end<br>Budget |
|--------------|----------------------------------|--------------------------------|--------------------------------|
| Surtax       | \$12,214                         | \$12,174                       | \$5,000                        |
| SHIP         | 14,975                           | 17,234                         | 12,000                         |
| <b>Total</b> | <b>\$32,189</b>                  | <b>\$29,408</b>                | <b>\$17,000</b>                |

The chart below shows the agencies major revenue sources for housing operations. This chart indicates the lack of growth in federal subsidies and rent revenue to MDHA over a four-year period. During the years depicted in the charts, housing revenue increased by 2 percent, but payments to the general fund increased by 77 percent.



## Business Environment

Fiscal year 2003-04 poses some of the strongest challenges faced by the Agency in a number of years. On the fiscal side, the federal government has cut several areas that will affect critical agency programs. Most notable among these cuts are (1) termination of the Drug Elimination Grant (DEG--\$2.6 million); (2) a 10 percent reduction in the public housing subsidy (\$3 million); and (3) a reduction of over \$1 million in CFP, of which \$200,000 was lost for staff support. DEG has been the source of funding for dedicated police services (\$1.5 million) at a number of public housing sites, including those in the city of Miami. In addition, the DEG was the primary source of funding for social service programs designed to help residents improve the quality of their lives, including job training and enhanced self-sufficiency (\$1.1 million). It is doubtful that funding for these programs will be replaced. The reduction in the public housing subsidy will affect the capacity of the Agency to continue to provide high quality services to residents. The loss of CFP funds most affects staffing and will make it difficult to replace construction managers that have or will retire this year.

The other area of concern on the operating side is the high vacancy rate in public housing. Aside from the loss of funding and related programs, this is the single most difficult challenge for the Agency. It has to balance the requirements of a federal court order (Adker Consent Decree) with its mission to provide quality housing to low-income families. Currently, the requirements of the consent decree make it extremely challenging to fill vacancies in public housing.

At the budget hearing in September 2003, the BCC approved a loan from Surtax funds for housing operations that will allow the continuation of certain programs such as the congregate living program for elderly disabled at the Martin Fine Villas public housing site, accelerated vacancy reduction and the continued employment of part-time positions in the Private Rental Housing Division. This loan helped avoided further service cuts in housing programs, although cuts in support staff remained.

A second area of concern is increasing expenditures related to wages and benefits. Health insurance charges per employee for this fiscal year increased by \$800,000. Cost of living increases; other wage increases and increased retirement costs have added about \$2.3 million of additional costs. Costs associated with the accelerated vacancy reduction and lease up programs added close to \$2 million in new costs since implementation in June 2002. County IT support costs increased by \$600,000 and a new charge of \$160,000 to support non-departmental capital administrative staff has been added to the departments administrative reimbursement costs after the budget has been completed.

On the positive side, the lease-up rate in the Section 8 program is at its highest in history at 101 percent. The new in-fill housing program has enabled over 600 low to moderate income families to become homeowners while creating a higher quality of life in inner city neighborhoods since its inception in 1998. The Surtax program provided 319 single-family mortgages to low to moderate-income families as well in FY 2003. The Ward Towers assisted living facility (ALF) is almost completed and the model ALF at Helen Sawyer is still providing a variety of services to frail elderly. Demolition work began at the Scott Carver redevelopment project in the fall of 2003.

## **Critical Success Factors**

Key items for successful achievement of Agency goals and objectives are summarized next.

- Adker Consent Decree—ability to improve occupancy rates depends on opportunities to be more flexible in meeting some of the requirements of this Decree
- Accelerated Vacancy Reduction Program—continued funding is needed to provide staff to get vacant units ready for move in, to counsel and assist clients to move, and to buy materials needed to fix vacant units
- Section 8 Performance Improvement Plan—continued assistance by expert consultants to implement new performance programs to meet HUD regulatory and technical compliance requirements for the voucher program
- New Mortgage Services Software—purchase and implementation of new integrated software for managing new loans and loan portfolio after almost four years failed RFPs
- New Operating Software—funding for upgrading core operating software to improve internal management and external reporting functions
- Fiscal Health—HUD returns funding to levels sufficient for managing public housing and voucher programs and the county limits its overhead charges and other costs not under MDHA's control

- Improving the technical efficiency of the Section 8 process: implementing the Section 8 productivity plan is a crucial element in improving the internal productivity and quality of work processes and products for this program. This will lead to higher SEMAP scores. It is essential to continue the progress made by working closely with staff from FIU.
- Expanding new market's efforts to include projects that make more effective use of MDHA and county resources and that generate income for MDHA

## **Future Outlook**

On the public housing side, there are three critical factors essential for achieving performance goals. First, flexibility in implementing some of the requirements of the Adker Consent Decree or its elimination; second, sufficient staffing to prepare vacant units (accelerated reduction) for clients to move in and, third, sufficient funding to pay for materials to fix vacant units. Working with the County Attorney's Office, MDHA is attempting to modify the Adker Consent Decree. With a loan from the Surtax program, the agency has sufficient funds to continue paying part-time staff to prepare vacant units and to buy materials necessary for their completion. Terms of the loan repayment will affect the future of this effort.

With revenue maximized for the private rental housing program, its future performance rests with improving productivity both through revamping work processes and improving software support. Both of these improvement efforts are underway but need continued support from expert consultants to ensure successful implementation of work plans.

Maintaining over 10,000 units of public housing and 17,000 clients in the voucher programs is staff intensive. Over the past couple of years, costs out of the Agency's control have led to a reduction of over 80 full-time positions. With federal revenue cut backs, the Agency is at the mercy of other county departments to reduce expenses related to union contracts (cost of living increases), health insurance and support costs, especially those that are difficult to identify specific benefits to the MDHA's customers. Without some relief in one or more of these areas, MDHA is unlikely to achieve high performance levels on a consistent basis.

A key project in the Agency's drive for efficiency is the future consolidation of all support and some direct services in one location. Currently, the functions proposed for consolidation are located in 16 different buildings at six different geographic locations. This consolidation is expected to take place no later than July 2006 and should help improve the fiscal health of the Agency.

## **The Plan**

### **Overview**

Our FY 2003–04 business plan draws on previously adopted work including the Miami-Dade County Strategic Plan, HUD's strategic plan and previous MDHA business plans, which provide more detailed objectives related to the major functions of the department. Each year, MDHA is required to update and submit to HUD a five-year plan, detailing resource and program commitments related to HUD's goals.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. MDHA is primarily supportive of the following strategic themes:

- Improve quality of life, especially for families, youth and the elderly
- Ensure the county operates in a fiscally responsible and stable manner

Of course, MDHA's role in supporting these themes is limited to our areas of control, specifically public housing and development sites under MDHA's, Surtax, and Section 8 programs as well as the new markets efforts related to in-fill housing and other development. Supporting these themes are goals and priority outcomes critical to achieving the objectives directly related to MDHA. These are provided along with the Department's tasks, activities and performance measures for fiscal year 2003-04.

### **Department-related Strategic Plan Goals**

HUD1: Increase the availability of decent, safe and affordable housing

HUD2: Improve the quality of assisted housing

HUD3: Improve community quality of life and economic vitality

HUD4: Provide an improved living environment

HUD5: Promote self-sufficiency and asset development of assisted households

HUD6: Ensure equal opportunity and affirmatively further fair housing

Goal HH5: Provide adequate, quality and affordable housing equitably throughout Miami-Dade County

Goal HH7: Ensure high quality of care and customer service countywide

Goal ED1: Allocate County government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic barriers

MDHA-1: Achieve high performer rating under PHAS (key outcome= occupancy rate in public housing) See appendix 1 for a list of PHAS indicators.

MDHA-2: Achieve high performer rating under SEMAP (key outcome = lease-up rate with vouchers) See appendix 2 for a list of SEMAP indicators.

MDHA-3: Provide support services to enable operating divisions to achieve their goals and objectives

### **Department-related Strategic Plan Priority Outcomes**

HH5-1: Increased availability of affordable and special needs housing (Key outcome indicator = number of new housing units developed annually)

HH5-2: Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County (key outcome indicator = number of rehabilitation loans provided annually)

HH7-1: Improved customer service and care in health and human services (key outcome indicator = scores on customer surveys)

ED1-3: Increased number of low to moderate income homeowners (key outcome indicator = number of new loans issued annually)

|   |                    |              |             |  |                 |
|---|--------------------|--------------|-------------|--|-----------------|
| Goal 1 (HH5): Provide adequate, quality and affordable housing equitably throughout Miami-Dade County   |                    |              |             |  |                 |
| Outcome HH5-1: Increased availability of affordable and special needs housing   |                    |              |             |  |                 |
| Outcome HH5-2: Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units   |                    |              |             |  |                 |
| Strategies: Ensure the habitability of existing housing for very-low, low and moderate income residents; continue providing low interest rehabilitation loans to elderly homeowners; expand the availability of assisted living facilities in low income public housing |                    |              |             |  |                 |
| Key Performance Indicator Objective from Strategic Plan   |                    |              |             |  |                 |
| 10% increase in the number of affordable and special needs housing over the next 5 years  |                    |              |             |  |                 |
| Department Performance Objectives   |                    |              |             |  |                 |
| Description of Performance Measure  | Performance Levels |              |             |  |                 |
|   | FY 03 Actual       | Targets      |             |  |                 |
|   |                    | FY 04        | FY 05       |  |                 |
| # of rehab loans issued per year  | 39                 | 100          | 110         | Contract with CAA to perform this service; tie funding to specific performance standards | Tawana Thompson |
| # of new ALF units  | 0                  | 100          | 100         | Manage contract with MDHA Development Corporation to maintain time schedules             | Rick Herrera    |
| Date of certificate of occupancy (CO) for Ward Towers   | --                 | September 04 | --          | Continue work with MDHADC  | Rick Herrera    |
| Date demolition of Sectors 1 and 4 of Scott Carver is complete  | --                 | September 04 | --          | Contract management  | Rick Herrera    |
| \$ amount spent on beautification (S-C)   | \$1 million        | \$5 million  | \$5 million | Continue working with contractors  | Rick Herrera    |

|  |                    |   |                       |  |              |
|--|--------------------|---|-----------------------|--|--------------|
| Goal 1 (HH5) continued: Provide adequate, quality and affordable housing equitably throughout Miami-Dade County  |                    |   |                       |  |              |
| Outcome HH5-2: maintenance of existing housing units   |                    |   |                       |  |              |
| Strategies: Continue enhancement efforts through the CFP program   |                    |   |                       |  |              |
| Key Performance Indicator: Completion of projects within allowed time frame (two years after award of grant)   |                    |   |                       |  |              |
| Department Performance Objectives  |                    |   |                       | Tasks/Activities/Programs              | Ownership    |
| Description of Performance Measure   | Performance Levels |   |                       |  |              |
|  | FY 03 Actual       | Targets   |                       |  |              |
|  |                    | FY 04   | FY 05                 |  |              |
| Projects scheduled for 03-04   |                    |   |                       |  | Rick Herrera |
| Design<br>Roofing<br>Hurricane shutters<br>Modernization<br>A/C<br>Parking lots, drainage, site work<br>Generators<br>Concrete spalling, wall repair<br>Interior/exterior doors<br>Water valves, etc.<br>Electrical gates<br>New laundries |                    | 57<br>501 units<br>52 units<br>157 units<br>639 units<br><br>615 units<br>289 units<br><br>377 units<br><br>435 units<br>375 units<br>90 units<br>288 units | Depends on 05 funding | Design, contract management, site work | Rick Herrera |



|  |                    |           |       |   |   |
|--|--------------------|-----------|-------|---|---|
| Goal 2 (HH-7): Ensure high quality standard of care and customer service countywide  |                    |           |       |   |   |
| Outcome 7-1: Improved customer service and care in health and human services   |                    |           |       |   |   |
| Strategies: Develop and implement a training curriculum that addresses issues of professionalism and customer service; develop and implement uniform tools for customer measurement, including promoting performance standards for all positions |                    |           |       |   |   |
| Key Performance Indicator from Strategic Plan<br>90% of customers satisfied or very satisfied with service delivery and customer care within 3 years   |                    |           |       |   |   |
| Department Performance Objectives  |                    |           |       | Tasks/Activities/Programs   | Ownership                                       |
| Description of Performance Measure   | Performance Levels |           |       |   |   |
|  | FY 03 Actual       | Targets   |       |   |   |
|  |                    | FY 04     | FY 05 |   |   |
| Develop and test survey instruments  | 1                  | 2         | 3     | Complete contract revision with FIU in order to prepare and deliver customer surveys for Surtax, Section 8 and Public Housing | John Topinka                                    |
| Percent satisfied and above satisfactory   | 60%*               | 75%       | 90%   | Conduct and evaluate surveys  | John Topinka & directors of operating divisions |
| Date of implementation of customer service program   | --                 | Summer 04 | --    | Develop customer service model based on Sears program   | John Topinka                                    |

\*Section program only

|   |                    |         |       |  |                   |
|---|--------------------|---------|-------|--|-------------------|
| Goal 3 (ED1): Allocate County government resources in support of activities that increase and diversity jobs and incomes while eliminating socio-economic disparities   |                    |         |       |  |                   |
| Outcome ED1-3: Increase number of low to moderate income homeowners   |                    |         |       |  |                   |
| Strategies: Continue providing low interest loans to low and moderate income home buyers; continue to provide low interest construction financing and incentives to developers of affordable housing; continue partnerships with local lenders and intermediaries to facilitate homeownership opportunities for low and moderate income homebuyers and protect these buyers against predatory lending; pursue additional revenue sources t fund the county’s affordable housing programs. |                    |         |       |  |                   |
| Key Performance Objective from Strategic Plan<br>500 new loans to low and moderate income persons closed per year   |                    |         |       |  |                   |
| Department Performance Objectives   |                    |         |       | Tasks/Activities/Programs  | Ownership         |
| Description of Performance Measure  | Performance Levels |         |       |  |                   |
|   | FY 03 Actual       | Targets |       |  |                   |
|   |                    | FY 04   | FY 05 |  |                   |
| # of single family loans closed   | 319                | 350     | 300   | Continue to operate the various loan program opportunities in the most efficient manner possible (Surtax, SHIP, HOME, Section 8  | Tawana Thompson   |
| # of affordable units in new funded developments  |                    |         |       | Continue to operate the various loan program opportunities in the most efficient manner possible (Surtax, SHIP, HOME, Section 8) | Tawana Thompson   |
| # of in-fill lots conveyed  |                    |         |       | Remove additional barriers to in-fill development; assess vacant land on public housing property                                 | Maria de Pedro    |
| # of infill homes sold  |                    |         |       | Increase the number of lots bid  | Maria de Pedro    |
| # of Section 8 loans closed   |                    |         |       | Continue counseling programs   | Marilza Lamela    |
| # of Scott Carver homebuyers  | 0                  | 10      | 30    | Continue homebuyer counseling  | Rick Herrera      |
| # of Section 3 business certified   |                    |         |       | Work with contractors  | Dale Poster-Ellis |

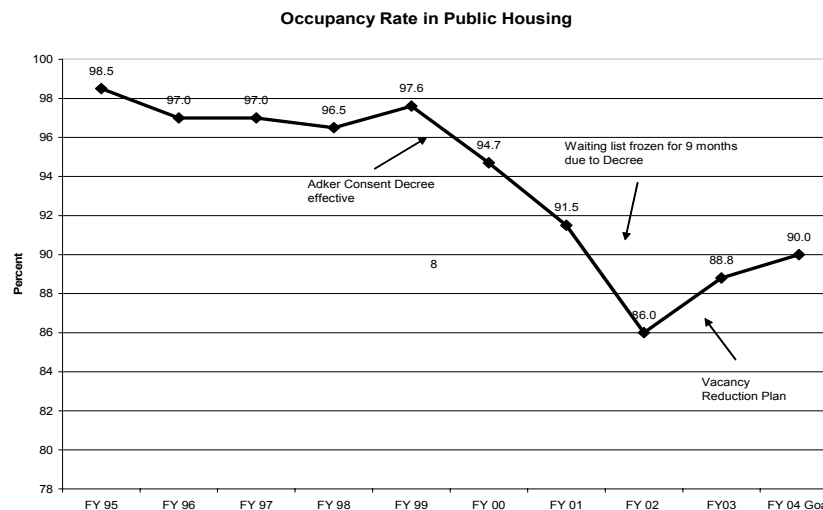
Goal 4: MDHA-1 and HH5: Achieve high performer rating under the Public Housing Assessment System

Outcome: High quality housing for residents of public housing

Strategies: Continue vacancy reduction program; implement client counseling program upon selection from waiting list

Key Performance Indicator: Occupancy Rate of Public housing

| Department Performance Objective(s) |                    |          |       | Tasks/Activities/Programs   | Ownership                   |
|-------------------------------------|--------------------|----------|-------|---|-----------------------------|
| Description of Performance Measure  | Performance Levels |          |       |   |                             |
|                                     | FY 03 Actual       | Targets  |       |   |                             |
|                                     |                    | FY 04    | FY 05 |   |                             |
| Occupancy rate                      | 89%                | 90%      | 91%   | Continue accelerated vacancy reduction program; work with plaintiffs attorneys to modify Adker Consent Decree | Rudy Perez                  |
| PHAS Score                          | Standard           | Standard | High  | Improve quality control and fiscal management   | Rudy Perez and John Topinka |



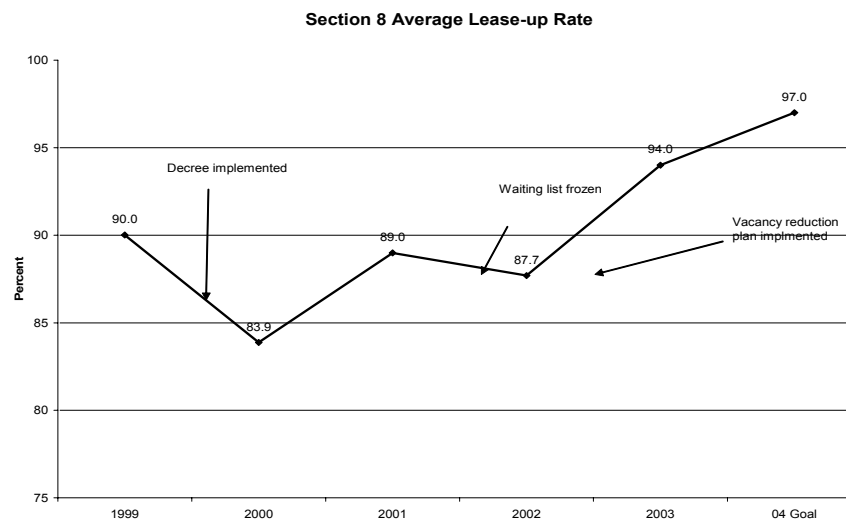
Goal 5: MDHA-2 and HH5: Achieve high performer rating under the Section Eight Assessment Program (SEMAP)

Outcome: High quality housing for residents of private rental housing

Strategies: Continue implementation of Section 8 productivity improvement program

Key Performance Indicator: Lease Up Rate

| Department Performance Objective(s) |                    |          |       | Tasks/Activities/Programs                     | Ownership      |
|-------------------------------------|--------------------|----------|-------|---|----------------|
| Description of Performance Measure  | Performance Levels |          |       |   |                |
|                                     | FY 03 Actual       | Targets  |       |   |                |
|                                     |                    | FY 04    | FY 05 |   |                |
| Lease Up Rate                       | 94%                | 97%      | 100%  | Continue accelerated program                  | Marilza Lamela |
| SEMAP Score                         | Standard           | Standard | High  | Improve quality control and fiscal management | Marilza Lamela |



|   |                    |         |       |   |                   |
|---|--------------------|---------|-------|---|-------------------|
| Goal 6: MDHA-3: Enable operating divisions to be more efficient and effective |                    |         |       |   |                   |
| Outcome: See below  |                    |         |       |   |                   |
| Strategies: See below   |                    |         |       |   |                   |
| Key Performance Indicator: See below  |                    |         |       |   |                   |
| Department Performance Objective(s)   |                    |         |       | Tasks/Activities/Programs   | Ownership         |
| Description of Performance Measure  | Performance Levels |         |       |   |                   |
|   | FY 03 Actual       | Targets |       |   |                   |
|   |                    | FY 04   | FY 05 |   |                   |
| # of days to complete loan packages   |                    |         |       | The tasks s in this area concern the regular work processes and products of the agency. | Tawana Thompson   |
| # of loans/finance advisor  |                    |         |       |   | “                 |
| Dollar savings from fraud investigations                                      |                    |         |       |   | Dale Poster Ellis |
| Percent of landlords paid by direct deposit                                   |                    |         |       |   | John Topinka      |
| Savings in worker’s compensation  |                    |         |       |   | “                 |
| Savings in fleet costs  |                    |         |       |   | “                 |
| Number of automobile accidents  |                    |         |       |   | “                 |
| Percent vacancies   |                    |         |       |   | “                 |
| Date of first imaging project implementation                                  |                    |         |       |   | “                 |
| Date of first software upgrade for operations                                 |                    |         |       |   | “                 |
| Date new mortgage software implemented  |                    |         |       |   | Tawana Thompson   |
|   |                    |         |       |   |                   |

| Continuation of Goal 6, MDHA-3          |                    |         |                           |  |                   |
|---|--------------------|---------|---------------------------|--|-------------------|
| Department Performance Objective(s)     |                    |         | Tasks/Activities/Programs |  | Ownership         |
| Description of Performance Measure      | Performance Levels |         |                           |  |                   |
|   | FY 03 Actual       | Targets |                           |  |                   |
|   |                    | FY 04   | FY 05                     |  |                   |
| # of mobility pool vouchers issued      |                    |         |                           |  | Dale Poster-Ellis |
| # of investigations completed           |                    |         |                           |  | “                 |
| # of audits conducted                   |                    |         |                           |  | “                 |
| # of reasonable accommodations reviewed |                    |         |                           |  | “                 |
| # of appeals completed                  |                    |         |                           |  | “                 |

## Appendix 1: PHAS and SEMAP Indicators

| PHAS                                 | SEMAP   |
|--------------------------------------|---|
| 1. Physical Condition                | Selection of families from the waiting list (15 points)   |
| 2. Financial Condition               | Written method to determine rent reasonableness (20 points)   |
| 3. Management Operations             | Third party verification of income and adjustments to income (15/20 points)   |
| 4. Resident Service and Satisfaction | Review utility rate data (5 points)   |
|                                      | HQS quality control inspections (5 points)  |
|                                      | Enforce HQS inspections so that life-threatening deficiencies are corrected within 24 hours and other deficiencies within 30 days (10 points) |
|                                      | Expand housing opportunities outside of areas of poverty or minority concentration by 5% each year (10 points)                                |
|                                      | Adopt payment standards by unit size for each fair market rent (FMR) area (5 points)  |
|                                      | annual reexamines for each family at least annually (10/5 points)   |
|                                      | calculate family's share of rent 100% of the time (5 points)  |
|                                      | Inspect 100% of pre-contract units to ensure passing score prior to effective date of contract (5 points)                                     |
|                                      | Achieve an annual average lease up rate of 98% (20 points)  |
|                                      | Fill 80% of mandatory FSS slots and ensure 30% FSS clients have and escrow accounts (10 points)   |
|                                      | Bonus—De-concentration (5 points)   |